The Relationship Between Job Stress and Employee’s Intention to Leave Their Organization
(IN CASE OF DEBRE TABOR CITY ADMINISTRATION REVENUE OFFICE)

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ABSTRACT

This study aims to investigate the relationship between occupational stress and intention to leave the organization among employees’ in Debre Tabor city administration revenue office. Job stress is when the level of stress increases from the resources by someone then results can be unfavorable both for employees and organization because stress is a crucial factor influencing both performance and work in organizations. In this new era of proficiency, the job stress is a very important considerable matter at work place. That’s why this research will extensively focus on the impact of work overload, role conflict and role ambiguity on job stress and employees’ intention to leave. This research will try to identify the level of job stress on employee’s behaviors, attitudes and their willingness towards achieving goals and efficiency. A questionnaire (in which scales were consisting of twenty three items) is prepared to find out the association between role conflicts, role ambiguity and work overload and turnover intention. The sample size of this study was 127 and it was selected through stratified random sampling. The researcher applied frequency from descriptive statistics and ANOVA, Correlation and multiple regression analysis to achieve the objective stated at the very beginning of this study. The results shows that between the variables there are very significant relationships are present. Role ambiguity, role conflict, work overload, and turnover intention have positive correlation with job stress. The scales and instruments are taken from the standard sources. The research results are valuable for office, institutes and different departments to improve their productivity, to know the employees behaviors and for the welfare of both employees and organizations.

Keywords: Role Ambiguity, Role Conflict, Job Stress, Work Overload, Turnover intention.

INTRODUCTION

The existence and proper operation of on organization is on the hands of its resource such as physical, financial, information and human resource. Among them, human resource is a key resource for any organization through which organizational goals are achieved. To keep its performance, competitiveness, efficiency and to utilize its capacity so as to achieve organization goals.(David.A and Stephen P, 2005).

Occupational stress is considered as job stress in an organization context. According to Sager (1994) stress plays an important role in many job related behaviors (turnover) and attitudes (job satisfaction, organization commitment). Kazmietal (2008) said that from the numerous factors that case stress. Luck of resource, work over load, luck of harmonization and lose with the immediate superior and with co-workers creates more work stress as related to the other factors. Generally previous study has mainly focused on two dimensions of job stress individual difference (e.g. personality, self control, and locus of controls and occupational stressors. (Ahmed et.al, 2004)

In the current work situation, the potential for higher level of stress is obvious from the pressure for change taking place in many organizations. It has become the research topic to cope with stress increase from the resource and coping abilities possessing by someone then result can be unfavorable both for employees and organizations because stress is a crucial factor influencing both performance and work in organization.(Ahmed et.al2004) Specifically this study was examine the relationship between job stress and employee’s intention to leave organization. It has become increasingly
important to stress be investigated. The study seeks to investigate the relationship between job stress can influence the degree of intention to leave among the administrative personnel at administration revenue office.

Hypotheses
H1. Job stress has a significant positive association with employees’ intention to leave.
   H1a. Role conflict is positively associated with intention leave.
   H1b. Role ambiguity is positively associated with intention leave.
   H1c. Work overload is positively associated with intention leave.

LITRATURE REVIEW

2.1. Introduction

2.2 Job Stress
Stress is a very broad term which is used for different type of physiological and psychological (mental) pressures felt and handle by people in their lives. Stress is a condition of physiological and psychological unbalances which arises from the discrepancy between situational demand and capability or enthusiasm that the individuals have to cope with those demands. It may be positive or negative. Nowadays stress has become a controversial term though it has a broader view and needs to be defined in multiple ways (Keinan, 1997).

2.2.1 Role conflict:- According to Rizzo et al. (1970)) role conflict is incongruity between expectations which are communicated and the observed role performance. Incompatibility among the requests of customers and supervisors generates a situation of role conflict. Role conflict directly concerns with incompatible role expectations. Such conflicts are just conceptual differences among the subordinates and supervisors about the required work place tasks and activities. This creates conflict between the commitment to a number of supervisors and the individual’s requirements (Kahn and Byosier, 1992).

2.2.2 Role ambiguity:- The other factor that has impact on job stress at workplace is role ambiguity. At the job a worker feels more role ambiguity when he has not clear information about the expectations of his or her role (Rizzo et al., 1970). Cooper (1991), Cords & Dougherty (1993), Ursprung (1986) and Dyer & Quine (1998) said that when the employee has no clear information about his or her role requirements, how to meet those requirements, and about the existing evaluative techniques to make sure that the role is being accomplished successfully then there exists role ambiguity. Role ambiguity increases the job stress of a salesperson who thinks that he does not have clear and sufficient information’s to do his job efficiently and effectively.

2.2.3 Work Overload:- Work overload means having too much to do in a given amount of time (Conley & Woosley, 2000). The incompatibility among the requirements, time constraints and resources related to work available to meet these requirements is known as work overload (Rizzo, 1970). Newton and Keenan (1987) revealed that past researches described for work overload the time dimension as a vital base. In history, work overload was treated as a part of role conflict. Woosley and Conley, (2000) said that resources and time constraints and skills were all placed under the various definitions of role conflict, negotiating between the time spent on the job, its quality and quantity. Nowadays work overload is a isolated variable from role conflict. Gilsson et al. (2006); Kahn and Byosiere, (1992) founded that work overload is related to the feelings of disturbance, number of sick days, anxiety, depression, obstruction, losing self-confidence, attention to job exhaustion, concentration problems and work coincidence. For workers, work overload is a challenge for them to perform their job effectively and efficiently (Pelletier, 1992; Rahim, 1992; Jamal, 1990). Classic job-demands-control model posits that workers whose jobs have high demands (related to work overload) but give them little control suffer most from stress relation problems (Karasek”s, 1979).

Organizational structure is a formal system of organization that representing the distribution of work’s roles and functions to organize the subsystems of the organization in order to achieve organization’s goals and mission (Ivancevich & Matteson, 1982). Organizational structure describes the authority, formal lines of communication, work roles and responsibilities of each employee or organizational subsystem, as well as the interrelationships among subsystems of the organization. Occupational stress
among employees is often caused by excessive rules and regulations and lack of participation in
decision making, consultation and communication (Larson, 2004).

Social support is the physical or emotional comfort, assistance, and encouragement that will be
provided to the person who is facing difficulties. Social support at the workplace is usually provided
by the organization, line management, colleagues or peers, as well as family (Chandola, 2010). Social
support in the organization can enhance the interaction and relationship between co-workers and thus
reduce the levels of perceived job stress. As supported by Price (2001), lack of social support in an
organization could increase turnover intention through its positive impact on job satisfaction. As stated
by Chandola (2010), an employee with high level of social and family support may be able to cope
with their psychosocial work stressors. On the contrary, employees with lower social support and
higher job demand were more likely to have negative effects on their health.

Workload refers to the amount of mental or physical demands to be performed by an individual
(Ivancevich & Matteson, 1982). According to Riggio (1996), work overload occurs when the volume
of the tasks given is exceeds the ability of a person to complete the jobs. It often happens when the
sources and duration of time that provided to complete the tasks are limited. Thus, an employee is not
able to complete too much works or tasks if the time and resource are limited. As supported by de
Graaf (2003) and Schneider (2000), heavy workload or work overload can cause occupational stress,
depression, burnout, passionless, job dissatisfaction among employees who are not able to complete
their tasks within the duration. Furthermore, work overload can also affect employee’s productivity
and the overall productivity of organization, as well as delaying the organization’s goal achievement.

2.2 Turnover Intention
The resignation of experienced worker has a negative impact on the success of a company. The
organizations bear the costs of hiring and training of the new employees for the replacement of the
employees who leave the job. Previous research results prove that turnover intention is affected by the
job stress. El-Jardali et al. (2007) stated that there is a negative relationship among job satisfaction and
turnover intention. Various studies results confirm the strong negative correlation of job satisfaction
and intention to leave (Abraham, 1999; Mannheim et al., 1997). Therefore, we hypothesize a negative
relationship among job satisfaction and turnover intention.

Turnover intention is referred to the employee’s desire or plans for leaving the organization (Cuskelly
& Boag, 2001). Moreover, Sousa-Poza and Hannberger (2002) defined turnover intention as the
probability that an employee is going to resign his or her current job within a certain period of time.
According to Perez (2008), the determinants of turnover intention are supervisory support, work
flexibility, participation, job autonomy, and working conditions. It will not lead to high level of
turnover intention if the employees receive proper care, encouragement and support from the
employer, comfortable and satisfying working conditions,

2.3 Organizational Job Stress and Intention to Leave.
The relationship between job stress and intention to leave the employer has been examined by many
researchers. Current data in the literature indicates that the perception of a stressful work environment
favors employee decisions to truly leave their organization (Johnson and Indvik, 1996). Gupta and
Beehr (1979) have shown that job-related stress better explains an intention to leave rather than the
resignation itself. Based on their empirical results, Gupta & Beehr explain that employees exposed
repeatedly to stress situations may experience a desire to quit without necessarily resigning in fact,
because many external factors may impede the decision (for example, job market conditions, spouse’s
job, social fabric, etc.

RESEARCH METHODOLOGY
To do the research goals, stratified sampling techniques used in selecting samples. Stratified sampling
allows the study to obtain a greater degree of representativeness thus reducing the probable sampling
error and to ensure that different groups in a population are adequately represented in the sample. The
population of this study were permanent employees of Debre Tabor city revenue administration office
in this office the total employees ‘are 214 they are currently working in the office among them 91 males and 123 females. Under the office, there are 8 sub city center branches which serve for the government collect tax on tax payer. Accordingly, 139 employees took as a sample in this study. The researcher of respondents were chosen depends upon sample based on proportionate stratified sampling technique and then applied simple random sampling technique.

DATA ANALYSIS AND DISCUSSION OF RESULTS

Descriptive Statistics Analysis

According to Best, (1977), the score from 1-1.80 is lowest, from 2.62-3.41 is average/moderate, from 3.42-4.21 is good/high, and 4.22-5 is considered very well. Based on these, the results of mean variables of Job stress and employees ‘intention to leave have been discussed as here-under:

Job stress: Table 2 of independent variables for Work overload (M=3.58, SD= 0.637), Role conflict (M=3.75, SD=0.56), Role ambiguity (M=4.01, SD=442). This indicates that work overload, Role conflict and Role ambiguity, high level. These signal as there is enough level.

Dependent variable (intention to leave): The result of Table 1 shows that dependent variable of intention to leave was (M=3.9665, SD=0.94405). It clearly demonstrates that the employees’ intention to leave provided is high.

Table 1 Mean and standard deviation Job stress and employee ‘intention to leave.

<table>
<thead>
<tr>
<th>Variables</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Intention to leave</td>
<td>3.9665</td>
<td>0.94405</td>
</tr>
<tr>
<td>Job stress</td>
<td>3.4528</td>
<td>0.38059</td>
</tr>
<tr>
<td>Work overload</td>
<td>3.5874</td>
<td>0.63733</td>
</tr>
<tr>
<td>Role conflict</td>
<td>3.7539</td>
<td>0.56759</td>
</tr>
<tr>
<td>Role ambiguity</td>
<td>4.0171</td>
<td>0.44287</td>
</tr>
</tbody>
</table>

**Source: Questionnaire (2016)**

4.2.3 Pearson Correlation Analysis

The under mentioned Table 2 of Pearson correlation result of independent variable are Job stress, work overload (r=0.764, p<0.01), Role conflict (r=0.727, p<0.01), and Role ambiguity (r=0.547, p<0.01). Dependent variable intention to leave with Independent variable Job stress (r=0.413, p<0.01) dependant variable intention to leave with each independent variable Work overload (r=0.324, p<0.01), Role conflict (r=0.304, p<0.01), Role ambiguity (r=0.209, p<0.05). The correlation result takes a value between 0 and 1. A value of r near to 1 indicates strong positive association whereas a value of r near to –1 indicates a strong negative linear association (Adams et.al.). Based on this, since the outcomes showed in the table 3 fell between 0 to 1, the researcher concluded that all independent variables have strong relationship with intention to leave. Dependent variable Intention to leave with Independent variable Job stress it has strong relationship, and With regard to cut-off, Bryma, and Cramer, (2005) suggest 0.80 as the threshold: “The Pearson’s r between each pair of independent variables should not exceed 0.80; otherwise the independent variables that show a relationship at or in excess of 0.80 may be suspected of exhibiting multi co linearity.” However, the highest coefficient of correlation the researcher found is 0.484, which is below the cut-off of 0.80 for the co linearity problem. Hence, co linearity and multi co linearity do not present data problems in this research.

Table 2 correlation

<table>
<thead>
<tr>
<th>Correlations</th>
<th>Job stress</th>
</tr>
</thead>
<tbody>
<tr>
<td>Intention to leave</td>
<td>Pearson Correlation</td>
</tr>
<tr>
<td></td>
<td>.413**</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>.000</td>
</tr>
<tr>
<td>N</td>
<td>127</td>
</tr>
</tbody>
</table>

**. Correlation is significant at the 0.01 level (2-tailed).

Correlations

**Source: Questionnaire (2016)**
Role conflict | Role ambiguity | Work overload |
---|---|---|
Intention to leave | Pearson Correlation | .304** | .209 | .324** |
| Sig. (2-tailed) | .001 | .018 | .000 |
| N | 127 | 127 | 127 |

**. Correlation is significant at the 0.01 level (2-tailed).
*. Correlation is significant at the 0.05 level (2-tailed).

Source: Questionnaire (2016)

4.2.4. Multiple Regression Analysis
Multiple regression analysis was employed to examine the relationship job stress dimension and intention to live the organization.

Multi co linearity Test: in multiple regression analysis, multi co linearity refers to high degree of correlation among the independent variables.

Table 3 presents the results of multiple regression analysis. The result indicates that three job stress with work over load (Beta = .240 p < 0.05), Role conflict (Beta =.209, p < 0.05) and Role ambiguity (Beta=0.142, p<0.05) are significantly influencing intention to leave.

Table 3 Multiple Regression coefficient of job stress and employees’ intention to leave.

<table>
<thead>
<tr>
<th>Coefficients</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1 (Constant)</td>
<td>.429</td>
<td>.702</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Job stress</td>
<td>1.024</td>
<td>.202</td>
<td>.413</td>
<td>.612</td>
</tr>
</tbody>
</table>

a. Dependent Variable: Intention to leave

Source: Questionnaire (2016)

ANOVA

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regression</td>
<td>19.200</td>
<td>3</td>
<td>6.400</td>
<td>8.456</td>
<td>.000b</td>
</tr>
<tr>
<td>Residual</td>
<td>93.096</td>
<td>123</td>
<td>.757</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>112.295</td>
<td>126</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. Dependent Variable: Intention to leave

b. Predictors: (Constant), work overload, Role ambiguity, Role conflict

Model Summary

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.413a</td>
<td>.171</td>
<td>.151</td>
<td>.86999</td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), workoverlo, Roleambiguity, Roleconflict

Coefficients

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(Constant)</td>
<td>.518</td>
<td>.804</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1 Roleconflict</td>
<td>.347</td>
<td>.144</td>
<td>.209</td>
<td>.644</td>
</tr>
<tr>
<td>Roleambiguity</td>
<td>.303</td>
<td>.178</td>
<td>.142</td>
<td>2.406</td>
</tr>
<tr>
<td>workoverload</td>
<td>.356</td>
<td>.128</td>
<td>.240</td>
<td>1.698</td>
</tr>
</tbody>
</table>

a. Dependent Variable: Intention to leave

Source: Questionnaire (2016)
4.3. Discussion of Results

4.3.1. Descriptive Statistics (Mean and Standard Deviation) and Correlation Analysis for the Job stress and intention to leave.

The finding of this study indicates that employees were most intention to leave with the Job stress followed by work over load, Role conflict and Role ambiguity. S.v.Mxenge et.al.(2014)the results that shows that there is a relationship between organizational stress and turn over intention.Qiu Hanglin et.al (2013).Ii found that there is a significant relationship between organizational stress and turn over intention. Aqishah (2014)the result indicate that there is relationship between job stress and intention to leave the organization .Montogomery et.al.(1996) stated that job stress to a great extent is a reaction by an individual and is too much distinct from general stress although it is also related to job and organization .In that model the antecedents of job stress are work over load ,role conflict and role ambiguity and the consequences are turn over intention.

4.3.2. Discussion of Regression Analysis and Hypothesis testing

Hypothesis testing is based on standardized coefficients beta and P-value to test whether the hypotheses are rejected or not.

**H1: Job stress has a significant association with employees’ intention to leave.**

The results of multiple regressions, as presented in Table 4 above, revealed that Job stress has a positive and significant effect on employees” intention to leave with a beta value (Beta = .413), at 41% confidence level (p< 0.01). Therefore, the researcher accepts the hypothesis.

The result of this study indicates that the independent variable job stress has a positive and significant effect on intention to leave.

**H1a.**Job stress with role conflict is positively associated with intention to leave.

The results of the current research show that there is a significant positive impact of independent variable role conflict on dependent variable intention to leave. Particularly, the independent variable role conflict has a significant positive impact with (β = 0.209) and (p <0.01). It means that role conflict brings more than 20% change in intention to leave. Thus the result of this study confirms the validity of H1a.

**H1b.**Job stress with Role ambiguity is positively associated with intention to leave.

The results of the current research show that there is a significant positive impact of independent variable role ambiguity on dependent variable intention to leave. Particularly, the independent variable role ambiguity has a significant positive impact with (β = 0.142) and (p < 0.01). It means more than 14% change in job stress is due to the role ambiguity. Thus the result of this study confirms the validity of H1b.

**H1c.**Job stress with work over load is positively associated with intention to leave.

The results of the current research show that there is a significant positive impact of independent variable work overload on dependent variable job stress. Particularly, the independent variable work overload has a significant positive impact with (β = 0.240) and (p < 0.01). It means more than 24% change intention to leave is due to the work overload. Thus the result of this study confirms the validity of H1c.

Moreover, from the findings of this study, the researcher found out that all of Job stress dimensions have positive and significant effects on job intention to leave. The findings of this study also indicated that work overload is the most important factor to have positive and significant effect on intention to leave with a beta coefficient of .240 as compared to other dimensions, followed by Role conflict with a beta value of .209 and Role ambiguity with a beta coefficient of .142 contributing the second and third largest variance in intention to leave respectively.

5.1. Conclusion

The study was intended to investigate the relationship between job stress and employees’ intention to leave the organization in Debre Tabor city administration revenue office. Based on analysis of the data and findings the following conclusions are drawn. The most important goal of the study is to know the impact of job stress at work place and also to analyze that how job stress relationship intention to leave
the organization. This study is broadly paying attention on different aspects of job stress and reasons (like work overload, role ambiguity and role conflict). Furthermore, how this study influences the well-being of employees, their performance, behavior, contribution to the organization and their activities on the workplace. Research and previous literature supports the relationship between work place factors, job stress and intention to leave. The relationships between job stress and intention to leave can vary depending on the group being observed because some work place factors are not regularly linked to stress in all work places. The current study focused on the relationships among work place factors (role ambiguity, role conflict and work overload) and intention to leave in a specific work place environment. The research literature validates that work place factors directly influence job stress and indirectly influence intention to leave. The variables and their correlation have been discussed in detail that work overload has a significantly influence job stress. The effect of work over load on job stress is significant, which shows that this variable creates more stress among employees than all other variables create. So, to cope with stress and this variable has a substantial need to pay attention on it. Moreover, Role conflict also influences the job stress among employees. From this research it is confirmed that Role conflict has a significant positive impact on job stress. The current study confirms the significance of Role ambiguity also has a significant positive impact on job stress and present study confirms its importance as a contributor having great effect on job stress. In the current study through testing by valid instruments it is approved that job stress has a significant positive impact on intention to leave. When someone feels stress at job then he tries to overcome the stress and his intention to leave increases.

- The finding of the study indicates that employees of the office were intention to leave the organization by the three job stress dimensions (work overload, Role conflict and Role ambiguity). The finding of the study also indicates that, employees were most intention to leave with the work overload and second Role conflict and the last Role ambiguity.
- The correlation result shows that, all the three job stress dimensions (work overload, Role conflict, and Role ambiguity) are positively and significantly related with employees intention to leave.
- Furthermore, the multiple regression results showed that the three Job stress dimensions work overload, Role conflict and Role ambiguity have positive and significant relationship on employees’ intention to leave.
- The findings of this study also indicated that work over load is the most important factor to have a significant relationship intention to leave.

5.2 Recommendations

According to the results of this study, these all variables are important for measuring job stress at workplace, intention to leave. To check the stress level among working employees this research may be helpful for different organizations, Primarily, the whole management department will be aware of this kind of research about stress and the variables that affects the job stress and intention to leave. Secondly, organizations must take key steps to control the stress level among employees and the ways in which an organization try to avoid intention to leave their employees. Organizations are working that have more potential to control the stress level of employees. They are providing suitable environment that is required to encourage their employees. By doing this they change the behavior and intentions of their employees.

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